

## IFLP Executive Summary

***Over the past 12 months, the IFLP programme has given me insight into how to be successful in every aspect of life. It has empowered me to 'be my own scientist' in finding the routines and techniques that add value and help me to be my best. In turn, this has enabled me to gain clarity on delivering my business challenge, but more importantly, help empower each member of my team and develop a culture of improvement and innovation.***

### Objectives:

"I have two main objectives I want to gain from the programme, the first is to be able to confidently present, and lead the implementation of innovative projects within the business, and the second is developing skills on how best to lead and motivate my team. I want to learn tips and skills to develop innovative projects and learn to think in a more creative way. I want to develop an approach/process that works for me, taking an initial idea for improvement right through to the successful implementation within the workplace.

If I am successful in developing all of the above, I am confident I will be able to take my career further, leading and driving innovation alongside quality within PW." IFLP Application 2019

### Business Challenge:

The legacy issue of Lead pipes in our supply area and raising consumer awareness of the risks associated with lead.

### Key Insights:

The legacy issue of Lead is not only a big challenge within Portsmouth Water, but also nationally across the country. It has a broad scope and has the potential to encompass several different areas across the business, such as water quality, leakage, mains renewals and customer service.

1. **Expansive and Reductive thinking and delivering value to the customer** – Initially spending time thinking expansively to map all the different options (big, small, easy, expensive, new, and untested) and then thinking critically to evaluate which options will bring the most added value to the customer. This helped me gain clarity on the focus for my business challenge – developing and enhancing customer awareness of the risks associated with Lead.
2. **Data sharing and integration to produce impactful messaging** – the importance of capturing relevant, quality data to give key insights to help focus and inform a project and align it with customer value and expectations. By using openly sourced data I was able to integrate Portsmouth Water data, with customer demographics such as dwelling age, population age groups and income, to produce targeted customer messaging which is more impactful and aligns with their values. As well as giving me key insights into potential customer behaviour, and thus strategies that can be tailored to specific customer areas.
3. **Collaboration** – within the water industry we are all tackling very similar issues, and I think generally we are pretty good at sharing ideas and best practice. However in the case of Lead pipes, we need more than just collaboration within the water industry. We need to work with customers, regulators, landlords, plumbers, local councils, government and other water companies to enable actual change. We now have a national Lead steering group to do just that, but it highlights the importance of working together, and not being afraid to look outside your 'bubble' for innovative ideas and tools from other 'relative worlds'.
4. **Innovation vs innovation** – smaller day to day improvements (innovations) can easily be integrated and managed by everyone in an organisation, however for Innovation (the big ticket Innovations) to be implemented, and built into the culture of a business you need 'Pressure for Change x Clear Vision x Capacity x Actionable 1<sup>st</sup> steps'. For the national issue of Lead I think we are reaching a point of change, but we are still lacking actionable 1<sup>st</sup> steps. As a business, I think our biggest obstacle is having the capacity to effectively implement the 'big' Innovations.
5. **A healthy work – life balance and creating space to have a 'beginner's mind'** – The best innovations and changes I have implemented this year have been to my lifestyle. Working late, being stressed, not having time for lunch – all things that our culture sees as a 'badge of honour' to success. This year I have become more self-aware of my mind-set, planned my working day to fit into my body's natural rhythms, made time for lunch and breaks, and built a lot of good habits. All of these little actions in turn (the compound effect) has led to my work day being more productive and my mind more able to focus. I have learnt to suspend judgement, and approach challenges with a 'beginner's mind', and know what I need to do to create an optimum environment for thinking and creativity. This has also enabled me to be a better leader and enable my team to be their best too.

